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## NEWSBYTES

### Units evacuate aircraft

As Hurricane Dennis threatened the eastern seaboard, several Air Combat Command units evacuated approximately 150 aircraft beginning Aug. 28 to safe-haven bases in the United States.

The aircraft included F-15s from Seymour Johnson Air Force Base, N.C.; F-16s from Shaw AFB, S.C.; and A-10s from Pope AFB, N.C.

Bases receiving ACC aircraft were Grissom Air Reserve Base, Ind.; Rickenbacker Air Guard Base, Ohio; and Wright-Patterson AFB, Ohio. (Courtesy of ACC News Service)

### Times Square station

The Armed Forces Recruiting Station in Times Square is being rededicated Tuesday, Sept. 7 after undergoing renovations as part of an overall facelift for New York City's town center.

A landmark since 1946, the original 360-square-foot stainless steel and glass structure was the nation's first one-stop joint armed forces recruiting facility. Today, it is the busiest walk-in recruitment office in the country, annually enlisting more than 200 men and women into the armed forces.

Renovations include two 35-foot neon American flags and an 18-foot, nine-screen video wall.

### CAP executive resigns

The National Headquarters Executive Director of Civil Air Patrol, CAP Col. Paul J. Albano, Sr., announced his decision to leave the organization during the National Board semi-annual meeting in Denver last month. The resignation takes effect Oct 3.

Colonel Albano served as the first CAP executive director since the 1994 reorganization.

## Vice chief cites space value

By Tech. Sgt. Timothy Hoffman  
*Air Force Space Command  
Public Affairs*

**PETERSON AIR FORCE BASE, Colo. (AFPN)** — "Space has a tremendous impact on today's Air Force. I think everybody recognizes the future is space for the U.S. Air Force," Gen. Lester P. Lyles, said, during his first visit here to Headquarters, Air Force Space Command since becoming Air Force's vice chief of staff earlier this summer.

"We will always be an aerospace force," General Lyles said during his visit Aug. 25. We will always have the air aspect. But, as we showed and proved during Desert Storm, and proved again during the air campaign over the Balkans, space is an integral part of everything that we do to accomplish our mission."

"In a nutshell, space provides us three things today — precision, communications and surveillance. The weapons of choice during the air campaign over Kosovo were the precision, GPS-aided weapons," said the general. The 27-satellite Global Positioning Sys-



A Delta II lifts off carrying a NAVSTAR GPS satellite. (inset top right)

tem constellation, operated by AFSPC, provides positioning and timing data to users worldwide.

"It got to the point where they (GPS-guided munitions) were almost indispensable," Gen-

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## ABCs of aerospace power

### ■ New course first step in Air Force officer PME

By 1st Lt. Roger Burdette  
*Aerospace Basic Course*

**MAXWELL AIR FORCE BASE, Ala. (AFPN)** — When speaking to his staff, the commandant of the Air Force's new Aerospace Basic Course tends to speak in questions — a communication technique designed to prompt critical thinking among his subordinates.

"What does it mean to be an 'airman'?" Lt. Col. Douglas Lengenfelder asked two

ABC junior officer flight commanders recently in his office. "What does the airman bring to the joint warfighting table?"

The commandant answered his own question: "Airmen are masters of aerospace power," adding that at the ABC, "we produce airmen."

More Air Force junior officers have been hearing such talk since Aug. 9 when ABC began its first official four-week class with about 300 students. More than 700 students are scheduled to attend the second class Sept. 13. In 2000, the school plans to graduate 1,092 students; in 2001, 1,612 students. By 2002,

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## Letters to the editor

U.S. Air Force Online News publishes letters based on their appeal to an Air Force-wide audience each week. Send your letter to the U.S. Air Force Online News staff by completing the online form at <http://www.af.mil/newspaper/>. Due to the number of letters, not all letters can be published. Letters may be edited for grammar and length. Only letters accompanied by a valid name and email address will be considered.

### Supervisors are recruiters

...a supervisor from Lackland AFB, Texas commented that all his airmen were planning on getting out of the Air Force vs. re-enlisting, [Enlisted retention, Aug. 25]. ...When it comes to re-enlistment, the supervisor becomes the recruiter. If [airmen] don't see hope, they don't re-enlist. ...If an entire shop of airmen is planning on separating, it's not because the Air Force is broke—someone let these airmen lose their desire.

**Tech. Sgt. Tim Dunnigan**  
*Erie, Pa., recruiting office*

### No incentive in pay raise

...My husband is an E-6 with over 16 years. As far as our family is concerned the military can keep his proposed pay increase of \$1.60 a month on July 1. ...once you go over 15 years you can pretty much kiss any pay incentive good-bye. My husband's career field currently has a re-enlistment bonus of a 2.5 for anyone under 16 years. ...What a way to wind down a career—because there is no incentive to continue it.

**Susan Bridges**  
*Wright-Patterson AFB, Ohio*

### Confused about waivers

If someone dishonorably discharged for committing a felony can be returned to service under the Return-to-Duty Program, why would the Air Force force a recruit out of the service for a physical condition, such as exercise-induced asthma, that can be controlled

medically? ...I keep reading about the dire need for people who want to serve their country... How about waiving controllable medical conditions? Let's face it, who runs two miles in 100-plus degree heat after they leave basic?

**Lorrie Primm**  
*Manistique, Mich.*

### Changing technology

To add to Lt. Col. Daniel Huffstetler's commentary, [Second place is not an option, Aug. 25] would the United States have settled for sending P-51s and B-17s to Vietnam and the Persian Gulf? Is anyone reading this with a 1980s era processor, with DOS only? ...Technology is wonderful, but it does eventually expire. The F-15C is a remarkable weapon system with an honorable, heroic history; let's keep it that way by upgrading to the F-22.

**Mike Black**  
*Vance AFB, Okla.*

### SGLI an old and hollow benefit

In its review of programs for quality of life and recruiting, why has the Air Force not considered a Servicemember's Group Life Insurance replacement? Other companies freely offer better options—even in the Air Force Times. If a member is killed or dies in combat while serving, the government should pay the \$200,000 as a free benefit. ...To make the service more attractive it [SGLI] should be just that—a real incentive.

**Tech. Sgt. Paul Mitchell**  
*McGuire AFB, N.J.*

## Honest feedback vital for maximum potential

**By Chief Master Sgt. Chuck Shorette**  
*Air Force Space Command*

One of the greatest things a supervisor can do is provide proper feedback. As a supervisor, you will find one of the most important responsibilities you have to your people is to help them develop to their full potential.

You can accomplish this through constant communication with your folks. Let them know what your expectations and requirements are. Review goals and evaluate their job performance to the standard. Feedback of this kind will not only help improve their performance but also mission effectiveness.

I have seen throughout my career that people generally perform better when they know exactly what is expected of them and the areas they need to improve upon. The communication process is vital in keeping

your subordinates updated on their progress.

As the supervisor, you need to establish a two-way communication process with your subordinates and your subordinates should be able to give you feedback, too. No one is perfect and feedback up and down the channel will only improve the work environment. Honesty is the best policy: If the "baby is ugly," say so; but help them improve.

Your role as a supervisor is to get your people to work at their fullest potential. Build them up and allow them to make mistakes, then help them learn from them. Everyone should strive to be the best.

Several years ago, former Chief Master Sgt. of the Air Force Eric Benken used the "one-minute" feedback technique. For supervisors at any level, its use will pay you big dividends: Talk to your people daily or a couple of times a week.

Talk to them about their job performance,

or maybe how they are progressing in their upgrade training, or about how their family is doing if they have one, or anything else. This doesn't have to be a long talk, rather a short moment to communicate and find out about your people.

You can even discuss how the person needs to work toward promotion opportunities, the importance of education — both professional and personal — and how they can help make the unit or wing better.

Do whatever is possible to help your people attain their fullest potential. You can't do this without knowing your people and leading them. Your role is to be their mentor and guide them to take your place as a future leader within our Air Force.

**Editor's note:** *Chief Shorette is the 14th Air Force Command Chief Master Sergeant.*

**Honesty is the best policy: If the "baby is ugly," say so; but help them improve.**



# Another BRAC round needed

■ *Despite success of Kelly, SAF/MI said another round is necessary*

**By Staff Sgt. Michael Dorsey**  
Headquarters United States Air Force

**WASHINGTON** — The oldest continuously active installation in the Air Force is the site of another success story that helps further convince senior leadership base realignment and closure is necessary.

"We positively need another BRAC," Ruby DeMesme, assistant secretary of the Air Force for Manpower, Reserve Affairs, Installations, and Environment, said. "We have way too much infrastructure. Anytime you maintain buildings and land that we have no use for, we're taking away money that we could be using for modernization and people. There is no way we can continue to maintain excessive infrastructure without experiencing some kind of problem or negative impact on our people."

Despite the uneasiness BRAC may bring to a community, the Air Force identifies numerous success stories — the latest being Kelly Air Force Base, Texas. When nearly half of Kelly becomes property of the city of San Antonio in July 2001, the conversion will prove there is life beyond BRAC. With an International Business Development Center

that allows foreign business to branch out to U.S. markets, Kelly will still have global reach capability.

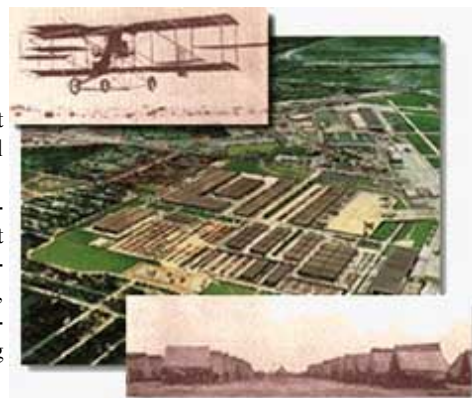
"Kelly will have as many people employed as in the past but doing different things," said Paul Roberson, executive director, Greater Kelly Development Corp., the agency responsible for bringing jobs, including small businesses, to the area during the realignment transition.

Other former Air Force bases are also reuse success stories. The former Pease Air Force Base, N.H., was on the first BRAC list in 1988 and closed in 1991. The last piece of land was turned over to New Hampshire in 1997; however, the now- international trade port provides 200 more jobs than when the base was active.

Subsequently, Austin-Bergstrom Airport in Texas, England Airpark in Louisiana and Williams AFB, Ariz., for example, are products of BRAC actions that have also saved money and provided jobs.

Yet with all its signs of success, BRAC can still bring pain and heartache to the community.

"We know it will be painful," Ms. DeMesme said. "We have learned a lot from previous BRACs and we will take those challenges on. People must understand there is life after BRAC, sometimes a better life with better opportunities."



*Kelly Air Force Base, Texas, is one of the base realignment and closure success stories.*

*Experiences like the one at Kelly teach communities how to turn closing or realigning a base into a positive event.*

The Air Force Base Conversion Agency aids in lowering that anxiety during the transition. The agency works with local redevelopment authorities to ensure the community's economic recovery. In Kelly's case, the Greater Kelly Development Corp. is the local redevelopment authority working with AFBCA to complete the conversion process. Together, the two agencies comply with federal state and local law and regulations governing base conversions.

## Air Force vice chief of staff cites space value

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eral Lyles said. "Everything that a warfighter, or CINC [commander-in-chief], or war planner is trying to do relative to attacking targets has become more and more dependent on precision-guided weapons. We saw the beginning of this during Desert Storm and saw it in spades over Kosovo."

The vice chief said the Air Force will continue to depend on these highly accurate munitions.

"I would say that in the next conflict you will see 100 percent utilization of these types of weapons," said Lyles. "When we have a mandate to minimize collateral damage, like in Kosovo, the only way to guarantee that is through the use of very, very precise weapon systems."

Communications is another area where warfighters are reaping the benefits of space systems.



**Air Force Space Command-operated Defense Support Program (DSP) satellites are a key part of North America's early warning systems.**

"Command, control and communications has literally become visible to everybody as the only way to get things done," General Lyles said.

"All the communication systems we have that are provided and supported by space assets, are indispensable to the warfighter."

Communications cover a wide spectrum. In addition to typical voice transmissions, space systems are now allowing for near-real-time data transmission. For example, the Multi-Source Tactical System and Combat Track II system allowed B-1 and B-52 crews to employ real-time flex-targeting for the first time in combat over Kosovo. Flex-targeting is the ability to change targets while en route.

Space is also playing an ever-expanding role in surveillance.

"Some of the initiatives during Kosovo with unmanned aerial vehicles were very interesting," the general said. "The Predator system was good, but we had to add satellite data in order to get precise coordinates."

*This article is available in its entirety online.*



# Political do's and don'ts

## ■ Service members should remain neutral in arena

**WASHINGTON**—As election campaigns heat up, there are some guidelines military members should know concerning political activities.

While it is our civic duty to exercise our democratic rights to vote, there are certain political activities offlimits to active-duty service members, according to Air Force legal officials. These also apply to Reserve and Guard members while on active duty.

These restrictions are aimed at keeping the military a politically neutral entity by avoiding partisan politics. They are stated in Air Force Instruction 51-902 and in Department of Defense Directive 1344.10, said legal officials. Prohibited partisan political activities include:

- soliciting votes for a particular candidate or political issue; soliciting or receiving campaign contributions from other military members or civilian employees, and selling tickets or promoting political dinners and fund-raising events;

- avoiding, as active-duty members, attendance at political events in uniform, or speaking before a political gathering as an advocate of a political party or candidate. Additionally, service members may not distribute petitions, literature and buttons, nor can they perform clerical or other duties for a partisan, political committee during the campaign or on election day.

The prohibitions are not meant to discourage participation in the democratic process,

said officials; they are designed to keep the military out of contentious partisan issues.

Such issues can create divisiveness among service members, and there is a potential for undue influence over subordinates' political choices. This potentially undermines morale.



*Voting and voicing personal opinions are essential parts of a democracy. Military members are encouraged to participate but should take care to understand the guidelines which govern military members' participation in political activities.*

Also, keep in mind the armed forces are under the control of elected civilian officials and should not appear to support particular candidates or issues.

Military members may, however, engage in certain political activities. Members may — and should — register, then vote for the candidates and issues of their choice. Personal opinions may be expressed about issues and candidates, but not as a representative of the military. Along the same lines, letters may be written to editors of periodicals expressing personal

views, taking care to limit such articles to public, nonpartisan issues and signing it personally—not as a military member.

Attending rallies and meeting of political clubs, as well as wearing political badges or buttons, is also permissible when not in uniform. Service members may also display political bumper stickers on their personal vehicles. Additionally, while all service members are entitled to their opinions, using contemptuous words against the president and certain other government officials is a violation of the Uniform Code of Military Justice.

Military members may make monetary political contributions, subject to some limitations concerning contribution recipients and dollar amounts.

*This article is available in its entirety online.*

## Aerospace power ABCs

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approximately 5,000 students are expected to attend ABC each year.

ABC is the new first step in Air Force officer professional military education and is the first rung in a continuum of education that includes Squadron Officer School, Air Command and Staff College and Air War College.

Previously, the first formal PME for officers was SOS, which captains usually attend between their fourth and seventh years of commissioned service.

According to the commander of Air Education and Training Command, some members of today's Air Force have lost sight of what it means to be "airmen."

"The Aerospace Basic Course was created to regain it by providing an experience common to all airmen," said Gen. Lloyd W. "Fig" Newton. "This course will bring all of our newly commissioned officers together and create a common base of understanding of how all the elements of our force fit together. This course was designed to provide a common frame of reference for understanding and employing aerospace forces."

Lt. Gen. Lance W. Lord, Air University commander, said ABC will be a valuable tool in helping the Air Force's future leaders get a strong start on becoming "absolute masters of the profession of arms and, specifically, aerospace power."

He said such mastery is especially vital in today's "information age," and as a result of the instant information age, "the process of what we do is as important as the result."

The concept for ABC was chartered in 1996 and was activated in 1997.

*This article is available in its entirety online.*



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